

Using the Baldrige to Improve Agency Performance

## ATTACHMENT A: WSQA Assessment Questionnaire 2006

WSQA will ask you to address 30-40 questions organized in the seven Baldrige categories. Your application is limited to a total of 20 pages, including all charts and supporting documentation. Please note that these questions may change somewhat from year to year – they are updated annually to align with the Baldrige criteria. You can find the current criteria at [http://www.quality.nist.gov/NIST\\_Materials.htm](http://www.quality.nist.gov/NIST_Materials.htm).

The first five pages of your application will include essentially the same information required in your strategic plan, so you do not need to recreate that information:

- ✓ **A description of your organization**, including:
  - o Vision, mission, values,
  - o Employee profile,
  - o Products and services,
  - o Key technologies
  - o Regulatory environment
  - o Partners, suppliers and vendors
  - o Governance structure
  - o Customers and stakeholder groups
  - o Organization and communication systems
- ✓ **A summary of organizational challenges**, including strategic and operational challenges

The next 15 pages should include your responses to the following questions (2006 criteria). The wording of the questions may change slightly from year to year, but will substantively remain consistent.

### 1. Leadership (120 points)

- a. **Vision and Values:** How do senior leaders establish your organizational vision and values and promote a focus on performance?
- b. **Communications and Organizational Performance:** How do senior leaders recognize performance and foster an environment where learning and innovation are valued?
- c. **Organizational Governance:** How do senior leaders ensure that the governance system provides accountability, transparency and integrity?
- d. **Legal and Ethical Behavior:** How do senior leaders anticipate and prepare for public concerns with current and future actions, and ensure ethical behavior?
- e. **Support of Key Communities:** How do senior leaders and employees contribute to improving your key communities?

### 2. Strategic Planning and Resource Allocation (85 points)

- a. **Strategy Development Process:** How does your organization develop its key strategic objectives and action plan?

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- b. **Strategic Objectives:** How does your organization link its strategic objectives to the internal and external challenges it faces in both short and long terms, and balance the needs of key stakeholders and customers?
- c. **Action Plan Development and Deployment:** How does your organization develop action plans to deploy the strategic objectives throughout your organization, and allocate resources to achieve them?
- d. **Performance Projection:** How does your organization project performance in the short and long term, and compare performance with benchmarks, targets and past performance?

**3. Customer and Stakeholder Focus (85 points)**

- a. **Customer and Market Knowledge:** How does your organization identify its key customers and stakeholders or key customer and stakeholder groups? How does your organization determine the requirements, expectations and preferences of its customers and markets?
- b. **Customer Relationship-Building:** How does your organization build relationships to acquire customers, meet and exceed their expectations, to increase loyalty and repeat business, and to gain positive referrals?
- c. **Customer Satisfaction Determination:** How does your organization collect actionable information on customer satisfaction/dissatisfaction, follow up with them, and use the information to improve?

**4. Measurement, Analysis and Knowledge Management (90 points)**

- a. **Performance Measurement:** How does your organization select and collect data and integrate various data points to track operational and overall performance?
- b. **Performance Analysis and Review:** How does your organization review performance, translate review findings into priorities for improvement, and deploy those priorities through the organization?
- c. **Data and Information Availability:** How does your organization make current and valid information on performance available to staff, suppliers, managers, customers and stakeholders?
- d. **Organizational Knowledge Management:** How does your organization identify and share comparative data and best practices among employees, customers, suppliers and partners?
- e. **Data, Information and Knowledge Quality:** How does your organization ensure accuracy, integrity, timeliness and security of data, information and organizational knowledge?

**5. Human Resource Focus (85 points)**

- a. **Organization and Management of Work:** How do your organization's work systems harness employee skills and initiative to achieve strategic objectives and action plans?

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- b. **Employee Performance Management System:** How does your organization compensate, recognize, and provide feedback to employees to promote and reinforce performance?
- c. **Hiring and Career Progression:** How does your organization recruit, hire and retain employees to ensure the workforce has the skills and characteristics needed to achieve strategic objectives?
- d. **Employee Education, Training and Development:** How does your organization design and deliver employee education and development to achieve its goals?
- e. **Motivation and Career Development:** How does your organization motivate employees to attain job and career-related learning objectives?
- f. **Work Environment:** How does your organization ensure and measure workplace health, safety, security and emergency preparedness?
- g. **Employees Support and Satisfaction:** How does your organization identify the factors related to employee well being, job satisfaction and motivation, and what indicators do you use to assess and improve them?

**6. Process Improvement and Risk Management (85 points)**

- a. **Value Creation Processes:** How does your organization identify the work processes that are critical to the its mission, and design, measure and manage them to meet requirements, improve results, minimize rework, reduce risk, and keep current with emerging needs?
- b. **Support Processes:** How does your organization identify the support processes that are critical to the its key work processes, and design, measure and manage them to meet requirements, improve results, minimize rework, reduce risk, and keep current with emerging needs?
- c. **Operational Planning:** How does your organization determine the resources needed to support your operations, and ensure resource availability to support existing and emerging needs?

**7. Results (450 points)**

- a. **Product and Service Results:** What are your current levels and trends in performance of key organizational business objectives? How do they compare with standards and benchmarks in your industry? (*PROGRAM OUTCOMES*)
- b. **Customer Focus Results:** What are your current levels and trends in customer and stakeholder satisfaction and dissatisfaction? How do they compare with standards and benchmarks in your industry? (*CUSTOMER FEEDBACK, COMPLAINT TRACKING*)
- c. **Financial and Market Results:** What are your current levels and trends in financial return and efficiency, and how do they compare with standards and benchmarks in your industry? (*EFFICIENCY MEASURES, COST PER UNIT*)
- d. **Human Resource Outcomes:** What are your current levels and trends in work system performance, employee development and employee well-being? How do they compare with standards and benchmarks? (*USE HR SCORECARD MEASURES and EMPLOYEE SURVEY MEASURES here*)

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- e. **Organizational Effectiveness Results:** What are your current levels and trends in productivity, cycle time, and supplier and partner performance for both business and support processes? How do they compare with standards and benchmarks in your industry? (*PROCESS MEASURES*)
- f. **Leadership and Social Responsibility:** What are your current levels and trends for key measures of stakeholder trust, fiscal accountability, regulatory compliance and organizational accomplishment? How do they compare with standards and benchmarks in your industry? (*AUDIT FINDINGS, etc.*)